[redacted]

General Principles proposed for staff management

[redacted]

TO MEMBERS OF THE LIBRARY STAFF:

I should like to add a word or two to what is said in the letter from the Committee on Staff and Civil Service.

The first plans for improving Civil Service arrangements were laid at a dinner meeting of Heads of Departments in the early fall of 1940. Ever since that early beginning, an effort has been made to use staff assistance in dealing with what is a large and many-sided problem. One of the most tangible expressions of this desire to stay in close touch with the staff perhaps is to be found in the make-up of the Committee on Staff and Civil Service itself. It was selected with a view to bringing to bear on the problem a variety of points of view--the views of those who are heads of departments and those who are not, of those who are young and those who are not, of those who have given special study to personnel matters, and those who have had long years of experience with these same matters. The Committee has worked hard and has already produced some good results. It now turns to the members of the staff as a whole with a report and a statement of principles.

If you have any suggestions, I hope you will pass them along to the Committee. This is a subject which is of interest to all of us.

Carl M. White

Director

Urbana, Illinois
December 24, 1941

To Members of the Military Staff:

I should like to add a word or two to what is said in the letter from the Committee on Civil Administration.

The first phase for Improved Civil Service arrangements may lead to a direct sending of Heads of Departments in the early part of 1940. Over these most early departments, we should use them much in the manner adjustment in looking with them in a large and complex problem. One of the main tasks successions of this Senior Staff is going back with the staff perhaps is to be found in the matter of the Department of Health and Welfare itself. In the meantime also a step to consider to take on the problem a variety of points of viewpoint views of those who are heads of departmentation there are not, of those who are young and know who are not, of those who have also studied to personnel matters, and those who have had large of experience with other same centuries. The Committee has worked hard and has already produced some good results. It was thought in the meetings of the staff as a whole that a report had a statement of some principles.

If you have any suggestions, I hope you will send them along to my Committee. This is a matter which is of interest to all of us.

- Director

Ottawa, Ontario
December 14, 1939

MEMBERS OF THE LIBRARY STAFF:

Nearly a year ago, Director White appointed a Committee on Library Staff and Civil Service whose duty, among other things, it has been "to evolve a program for staff appointment and staff management carefully suited to the needs of this Library in this University and, in doing so, to utilize the most enlightened experience in other fields and other libraries."

In working towards this goal, the Committee prepared the attached statement of principles which might serve as a basis for creating a more satisfactory system of staff management. Since the chief aim of a good plan of staff management is to secure and maintain the kind of staff which can discharge effectively the duties assigned to it, this statement of principles is intended to accomplish this aim, that is, to secure for the Library the best persons available for the salaries offered and to keep these persons on the staff so long as they give satisfactory service.

The statement is tentative and is submitted to the Library staff for purposes of discussion and criticism. The Committee will welcome an expression of views and suggestions for improving the statement.

For the information of the Library staff, there is also attached hereto a statement presenting the views of the Committee regarding the status of the professional members of the Library staff with respect to the Civil Service. As you probably know, the recent amendment to the State Civil Service Act permits exemption from the provisions of the Act in the case of professional positions. The purpose of the attached statement is to define the term "professional" and to present reasons for removing the professional staff from the control of the civil service. Comments on this statement are also invited.

Frank J. Bertalan
Lyle S. Bamber
Mary Lois Bull
Fanny Dunlap
Josie B. Houchens
Lucy V. Kepler
E. W. McDiarmid
Arnold H. Trotier, Chairman

Urbana, Illinois
December 24, 1941

UNIVERSITY OF ILLINOIS LIBRARY

General Principles Proposed for Staff Management

The following tentative statement of principles is made for purposes of discussion and criticism.

1. Organization: Within the Library, the authority for personnel management should belong to the Director, subject to approval by the President.

2. Classification of Positions: Library positions should be classified in accordance with the duties performed and the qualifications necessary for the satisfactory performance of these duties.

3. Terminology: Professional library positions should be designated by a terminology recognizing the professional and technical nature of the duties performed in order to distinguish them from administrative, clerical and stenographic positions.

4. Faculty Ranking: Professional staff members should be given faculty ranking commensurate with the duties performed and the qualifications required.

5. Pay Plan: Salary schedules should be established in accordance with the duties and responsibilities of the positions and salary advancement should be based primarily on demonstrated efficiency in the position.

6. Selection: Provision should be made to secure the best qualified candidates for positions and, to this end, there should be no geographic restrictions.

7. Appointment: The Director should have the responsibility of selecting the person who meets best the qualifications for appointment to a position, subject to approval by the President. Final appointment should be made upon his recommendation based upon evidence of satisfactory performance during a trial period. Adequate provision should be made for temporary and emergency appointments.

8. Transfers: Provision should be made for the transfer of a staff member from one position to another within the library.

9. Tenure, promotion, demotion: After the expiration of a probationary period, staff members should have permanent or continuous tenure, and their services should be terminated, or demotions made, only for adequate cause; promotions should be made on the basis of meritorious service.

10. Staff Training, etc.: Suitable provision should be made for in-service training, staff lectures, conferences, committees, enrolling in university courses, exchange of positions, and for leaves of absence for advanced study.

11. Working Conditions: Suitable provisions should be made for the welfare of staff members with respect to leaves (sickness, critical illness or death in family, maternity leave, etc.), vacations, working hours, attendance at professional meetings, etc.

General Principles Proposed for Staff Development

The following tentative statement of principles is made for consideration of directors and staffs:

1. Legal status: Within the Library, the director is the personnel officer and should report to the Trustees, subject to approval by the President.

2. Qualifications of Staff Members: Library positions should be classified in accordance with the duties performed and the qualifications necessary for the satisfactory performance of those duties.

3. Qualifications: Professional library positions should be designated by [illegible] according to the professional and technical training of the staff required in order to discharge the type administrative, clerical and stenographic positions.

4. Staff Budget: Professional staff members should be given faculty status commensurate with the period served and the qualifications required.

5. Tenure: Library committee should be established in accordance with the duties and responsibilities of the position and salary adjustment should be based primarily on demonstrated efficiency in that position.

6. Promotion: Promotions should be made to secure the best qualified staff members for positions and, as rule only, there should be no promotion restrictions.

7. Responsibility: The Director should have the responsibility of determining the number and the qualifications for appointment to a position, subject to approval by the President. Final appointment should be made upon the recommendation based upon evidence of satisfactory performance during a trial period. Adequate provision should be made for temporary and emergency appointments.

8. Promotion: Provision should be made for the transfer of a staff member from one position to another within the Library.

9. Tenure, promotion, dismissal: After the completion of a probationary period, staff members should have permanent or continuous tenure, and should only be dismissed for cause, or discontinuance only for economy reasons: provision should be made in the budget of sufficient funds.

10. Staff Training, etc.: Suitable provision should be made for in-service training, staff lectures, conferences, committees, consulting in university courses, conferences of positions, and for leaves of absence for advanced study.

11. Working Conditions: Suitable provisions should be made for the welfare of staff members with respect to leaves (sickness, critical ill and or death in family, serious injury, etc.), vacations, working hours, provision of professional meetings, etc.

12. Retirement, etc.: Adequate provisions should be made for retirement, disability and death benefits.

Urbana, Illinois
December 24, 1941

November 6, 1941

My dear Dr. White:

Your Committee on Staff and Civil Service is still at work on its original assignment, namely, the outlining of a forward-looking program of personnel administration of the Library staff. The following is a special report, made as the result of your request late in the summer for a considered judgment as to where the line should be drawn between professional and other members of the Library staff.

This is a very vital matter to this Library staff and one which has been of deep concern to us for many years. It should now receive the most earnest consideration, for the passage of the new Civil Service bill last summer has opened the way for a more enlightened classification of the Library staff than seemed possible under the old law. The amendment to Section 11 provides:

> "(16) The Board of Trustees of the University of Illinois and its employees shall not be subject to the provisions of this act. The Board shall as soon as possible and within six months after this amendment goes into effect, and as often thereafter as may be necessary because of new positions, classify by rules adopted for that purpose all non-academic positions and employments in the University of Illinois except the President of the University, the officers of the Board, administrative officers, and professional and scientific positions, with reference to the duties thereof for the purpose of establishing grades, salary scales, and standards of examinations therefor. Such positions and employments shall constitute the classified civil service of the University and no appointments shall be made except in accordance with the provisions of such rules..."

It is the understanding of this Committee that the insertion of the words "professional positions" was made with certain types of library positions in mind. At the time of the conferences which resulted in this insertion, the number of positions on the library staff that can properly be regarded as "professional" was not agreed on. It was agreed, however, by all that there are positions on the library staff that are <u>not</u> professional just as it was agreed by all that there are others which <u>are</u> professional. The purpose of this report then is to indicate where the line is to be drawn between the class of positions which are professional and which, therefore, ought to be excluded from our Civil Service and the class which are not professional and which, therefore should be left under Civil Service.

It is the considered opinion of this Committee:

(1) That all positions in the Library, the professional duties of which require that they should be filled by graduates of Library Schools or by others with academic training equivalent to that required for the scientific

November 7, 1941

Mr. Lane to. Miller:

The Committee on Staff and Civil Services is still at work on the original assignment, namely, the matter of a forward-looking program of personnel administration for the Library staff. The following is a special report, made at the request of your request made to the Committee for a memorandum indicating how in which the Library should be future personnel and other problems of the Library staff.

This is a very vital matter to this Library staff and one which was then on their minds to be for some years. It should be possible the most current consideration, for the passage of the new Civil Service bill that makes the Library for a more satisfactory administration of the Library staff. The amendment to section 11 provides:

> "(10) The Board of Trustees of the University of Illinois and its employees shall not be subject to the provisions of this act. The Board shall at such as practicable and within the scope of this amendment, and to effect, and to effect the requirements thereof in the public service, classify or cause classified for each position and employment in the University of Illinois except the President of the University, the officers of the Board, administrative officers, and educational and scientific positions, with reference to the duties imposed for the purpose of establishing grades, salary scales, and standards of qualifications therefor. Such positions and employments shall constitute the classified civil service of the University and no appointments shall be made except in conformity with the provisions of such rules..."

In the interpretation of this amendment by the Attorney of the "professional positions" was made with certain types of Library positions in mind. As the time of the discussion with the Committee in this interpretation, the number of positions on the Library staff that was generally as professional "professional" was not material. It was agreed, however, by all that there was problem in the Library staff that was not professional that is in the sense by all that there are many which are not professional. The problem of this problem seem to be indicate where the line is to be drawn between the class of positions which are professional and which, therefore, clearly, it is assisted from the Civil Service and the class which are not professional and which, therefore, should be left under Civil Service.

It is the recommendation of the Committee:

> (1) That all positions in the Library, the professional status of which is doubtful, be classified by Civil Service examiners of Library Science or by those who possess equivalent training and experience for the specific

staff in the University, shall be exempted from Civil Service and receive the academic status which their salaries and their duties justify;

(2) That all positions in the Library which it is agreed are comparable as to type of clerical work and salary range, to similar clerical positions in other departments on the campus, shall not be exempted but shall be under the direction of the University Civil Service.

The major part of the Library staff is a professional staff engaged in educational work of great importance to the University and this revision offers the long-awaited opportunity for our staff to take its place along with the other educational and scientific staffs, and that it should no longer suffer from the heavy handicaps under which it has operated since 1911, due to the limitations of Civil Service.

I. EDUCATIONAL QUALIFICATIONS

We wish to call attention to the educational qualifications which have been considered as necessary for the present Library staff as evidence of their right to a classification with the educational and professional group.

Every member of the staff whom we would wish to classify as professional is a graduate of a Library School and holds a Bachelor's degree in Library Science, requiring one year's professional training in addition to college graduation. Over 50% of the staff have from two to four years of professional training.

43 staff members have an A. B. or B. S. and a Bachelor of Library Science. This represents one year of professional training beyond college graduation. Most of these assistants are working toward a Master's degree.

31 staff members have an A. B. or B. S., a B. S. in Library Science, an M. A. or M. S. in Library Science. This represents two years' professional training beyond college graduation.

6 staff members have an A. B. or B. S. and the old B. L. S. degree which also represents two years of professional training beyond college graduation.

3 staff members have an A. B., a B. L. S., and a Master's degree in a subject field. This represents three years' training beyond college graduation.

4 staff members have an A. B., a B. S. in L. S., a Master's degree in Library Science, plus a Master's degree in a subject field. This represents three years of training beyond college graduation.

3 staff members have an A. B. plus degrees from Law Schools, two holding the degree of LL.B., and one the degree of D.J. in addition to the Bachelor of Library Science. This represents a number of years of training in highly specialized fields.

shall be the University, shall be exempt from Civil Service and receive not academic status above their initial and limit duties, Neither:

(a) that all positions in the library which it is proposed to categorize as to type of clerical work are ministerial, or that certain clerical positions in other departments on the campus, shall not be examined but that be under the direction of the Director Civil Service.

The duties part of the library staff in a professional staff engaged in educational work of great importance to the University and this provision relate the Junior-related opportunity for new staff to come to the campus along with other educational and administrative staffs, and that it would be treasury for the University position under which it has operated since 1911, due to the limitations of Civil Service.

I. Educational Qualifications

We wish to call attention to the educational qualifications which have been considered as necessary for the present Library staff as evidence of their ability to a classification with the educational and professional staffs.

Among members of the staff there are those who will need to be classified as professional in a manner of a library School and hold a Teacher's degree in Library Science, requiring one year's professional training in addition to college graduation. Some of the staff have been in their posts of professional training.

A staff member here is a. B. or M. A. and a Bachelor of Library Science. This requirement has been of professional training beyond college graduation. Most of these assistants are college trained a Teacher's Degree.

A staff member here is A. B. or M. A., and B. in Library Science, or B. or A. in Library Science. This requirements for years' professional training beyond college graduation.

A staff member here is A. B. or M. A. and for an M. S. Degree which also requires two years of professional training beyond college graduation.

A head cataloger here as A. B. A. B., and a Master's degree in a subject field. This requires three years of training beyond college graduation.

A head reference here as A. B. A. B. in L. S., a Master's degree in library, and also a Master's degree in a subject field. This requirements three years of training beyond college graduation.

A staff member here as A. B. plus degree from Teacher's College in Library Science of L.S., and the degree of B.S. in education in the Teachers or Library Science. This requirements a number of years of training in library assistant training.

3 staff members have Ph. D. degrees in their own subject fields such as Classics, English, Philosophy, as well as the B. S. in Library Science. Several others are well advanced in their work towards a Ph. D. degree.

This shows that not a member of the staff which we regard as professional has less than five years of academic preparation, while many have had six and some seven and even eight years.

The library staff numbers among its members individuals who have also been on the teaching staffs of other colleges and universities.

The Library Schools from which the staff have received their degrees are organized on a graduate basis. Their methods of selection aim at the admission of college graduates of superior scholarship and specific ability as prospective librarians. These schools are classified with the professional schools of Law and Medicine in universities such as Illinois, California, Columbia, and Michigan, but whereas the professional curriculum of most universities is based on two to three years of undergraduate study, the schools of Librarianship from which we have drawn our staff require four years of undergraduate study, a familiarity with several foreign languages, and a final average of not less than B for admission, thus providing a background of more liberal education than some other professions. The first year of Library School training leads to the degree of Bachelor of Science in Library Science, the second year leads to the Master's degree. Many students on admission to Library Schools already have advanced degrees in chosen subject fields.

There are at present 94 full time positions in Urbana and 5 in the Chicago colleges which we regard as professional. There are also 11 part-time positions which are professional in character and occupied by graduate assistants which would, for that reason, automatically be exempted from Civil Service. The salary ranges from this full time group which we regard as professional are as follows:

41 receive $1,400 to $1,700
39 receive 1,800 to 2,400
9 receive 2,500 to 3,000
8 receive 3,100 to 4,000 plus

The 11 part time positions are on the $1,400 basis, or $700 for half-time. It is the understanding of this Committee that plans have been discussed to raise this base of $1,400 as soon as possible to $1,500. It would then conform to the beginning scale for professional positions in other large University libraries such as California and Columbia.

The above analysis and the experience of the Library administration shows that:

(1) Educational requirements are as high as for many scientific and educational staffs on the campus;
(2) Candidates with the required qualifications are not easily obtained;
(3) The work is entitled to be recognized as of a highly professional character;
(4) The salary scale falls naturally into the academic grouping of assistant, instructor, associate, and professor.

Library members have the B. degree in their own subject
areas such as Canadian, English, Philosophy, as well as
the B. A. in Library Science. Several library are well
advanced in their work toward a Ph. D. degree.

This means that for a member of the staff which we regard as professional
it can take than fifty years of academic preparation, while many have had six and
some even nine and even eight years.

The library staff numbers among its members individuals who have also
done or are teaching courses or other courses and universities.

The library schools from which the staff have received their degrees
are spread over a geographic basis. Their methods of selection are of the
admission of college graduates of superior scholarship and specific ability as
librarians interested. These schools are classified with the professional
schools of law and medicine in universities such as Illinois, California, Columbia,
and Michigan. The internal the professional curriculum of most universities is
based on two to three years of undergraduate work, the schools of librarianship
have which go on to one or two eight required four years of undergraduate study, a
that library will accept from a liberal university, such a liberal average of and less than
B in all subjects, then providing a bachelorship or more liberal education from some
other university. The first year of library school training leads to the course
of knowledge of library in library history, the second year leads to the master's
degree. Most students on admission to library schools already have advanced
degrees in other subject fields.

There are at present 24 full time positions in Ottawa and 5 in the
Hamilton building which are regarded as professional. There are also 11 part-time
positions which are professional in nature and occupied by graduate assistants
with MA, for that reason, potentially to transfer from Civil Service. The
salary range from this full time group which we regard as professional are as
follows:

4 positions	$3,000 to $3,700
10 positions	3,800 to 5,800
9 positions	5,800 to 6,500
2 positions	6,500 to 8,000 plus

The 11 part time positions are on the $3,100 basis, or $700 for half-
time. It is the understanding of this Committee that plans have been discussed
to raise this base of $3,100 as soon as possible to $3,500. It would then con-
form to the regulations with the professional scale in the other Dominion
City Libraries such as Ontario and Alberta.

The above analysis and the experience of the Library administration
shows that:

(1) Educational requirements are as high as for many
activities and educational staffs on the campus;
(2) Qualifications and the required qualifications are not
easily obtained;
(3) Like work is entitled to be recognized as of a highly
professional character;
(4) The salary scale falls materially into the academic
category of assistant, instructor, associate, and professor.

II. PROFESSIONAL CHARACTER

The presence of a professional Library School under the same direction as the library makes it especially important that the younger group of assistants, having the degree of Bachelor in Library Science, should be placed on a professional basis because of the opportunity this affords young librarians to receive training and experience comparable to that received by assistants in the academic departments, each group of assistants having had five years of academic education.

We consider that Professional is the most fitting characterization of that part of the Library staff represented by the positions involved. Librarians have sought and gained through their professional organizations widespread recognition because of the essentially intellectual and educational character of their work especially in university libraries.

Educational institutions are building up large research collections often of a special nature to supplement classroom instruction, laboratory investigation and to provide necessary materials for research of all kinds. So great has become the mass of published material that librarians have become, to a large extent, responsible for the selection of this material. A thorough knowledge of bibliographic guides and reference tools is required as a background to select and organize these collections, to make them available and to promote their use.

Librarianship involves large individual responsibility. Each individual renders service in direct relation to the thoroughness of his preparation, the initiative, resourcefulness and understanding which he brings to each individual problem, and the judgment he exercises in referring the reader at times to a person equipped to give more specialized advice.

III. ACADEMIC CHARACTER

We consider that the phases of library work which require training are not only professional but also academic. The trend in college and university education has for some time been away from the lecture and textbook methods to an emphasis on the use of library materials. The librarian's task is to make the resources of the library available to faculty and students; therefore, the work of the university library staff with academic and professional training complements that of the teaching faculty by integrating the library with other instructional activities.

The University library serves undergraduates, graduate students, students in professional schools, faculty engaged in teaching and research, University N.S. students and visiting scholars. The nature of the persons served and the type of materials needed have made necessary "scientific methods in making available and distributing library materials" to students and scholars and has given librarians an important part in the instructional and research program of the institution. The librarian must be able to assist even in highly specialized fields.

IV. INSTRUCTIONAL FUNCTION

Many members of research and scientific staffs in other departments of the University do no classroom teaching but do work auxiliary to teaching and research. The library staff has the same auxiliary function. In many cases it partakes more of the nature of individual instruction than that of

II. [illegible]

[illegible]

III. [illegible]

[illegible]

IV. [illegible]

[illegible]

the scientific staff for the librarians meet the students on a plane of informal and intimacy impossible in a classroom. That educators have recognized the instructional function of the librarian is evidenced by the following quotation from President Wriston of Brown University:

> "Without underestimating his administrative responsibility the instructional tasks of the librarian are even more important. The instruction for which he is responsible is of the kind most vital to the development of the student and his advancement along the road toward real education. The librarian, as teacher, stimulates, the student to work for himself. He is largely independent of the machinery of courses, credits, hours, and points. His function is to facilitate the student's search for knowledge for its own sake, for its intrinsic values, and he should implement all the student's intellectual ambitions, bringing thus to realization the significant aims of education. Looked at from this point of view, the librarian is not merely a service officer without any independent intellectual function of significance, but one with definite and positive duties in the field of instruction. His teaching consists not only in making accessible what professors prescribe, but in encouraging the student to go far beyond any prescription save his own ambitious curiosity.
>
> "It is precisely through independent reading that the task of knitting together the raveled sleeve of information may best be achieved. Here the student's own philosophical structure takes form as a result of reading and reflection. A shrewd and wise person, who knows the student and has the gift for offering stimulating suggestions, makes as direct and profound an impact upon his development as any professor, of whatever degree of distinction.
>
> "The students are not the only group within the institution which should exhibit constant development. The faculty itself must be ever alert constantly to expand its own intellectual horizons. The task of the librarian in this respect is enormously important. He should be an active and effective agent in the continuous education of the teaching staff."

The importance of the role of the library as an instrument of education and research is now so widely recognized that, given the opportunity, any failure on the part of the University to recognize it as such is to continue an outmoded conception of education.

V. UNIVERSITY RECOGNITION

The professional and educational character of the library profession has been recognized in other large Universities and this is an opportunity for the University of Illinois to encourage such recognition. The obligation to do this is all the greater in view of the fact that the University sponsors a Library School, one of the two oldest and most important professional schools in the country. The Director, the Library School faculty, and the Library staff have been placed in an embarrassing position to explain to the students who are being

The methodic study for the librarians were the students on a plane of informal and entirely impossible to a minimum. Some questions have prompted the institutional function of the library is attributed to the following material from Pennsylvania Library of Home University:

> "Library administration via administrative responsibility for institutional basis of big libraries are just more impossible. The institution too which to be responsible is a the step was taken in the development of the student and his advancement along the and tested real education. The library, as teaching, stimulating, the student to work for himself. He is learning independent of the machinery of courses, results, tests, and grades. The function is to facilitate the student's access for knowledge for its sake, for its intrinsic value, not to obtain importance and the student's individual activities, thus to facilitate the intellectual side of education. Looked at from this point of view, the library is not merely a service office without any independent intellectual function of education. Not only with initiate and positive initiative the field of learning. The teacher creates not only in making accessible that preference potential, but in encouraging the student to go the forward and investigating were his own activities material.
>
> "It is generally agreed independent problem that the task of building together the varied sides of information may have be solution. Some the department's own institutional structure stems from as a result of teaching and education. A second and also proper, not merely the student and the gift for effective stimulation education, makes an direct and correlated be course upon his development on any problem, of student's desire of direction.
>
> "The problem lies not in the step along which the institution which should exhibit measure development. The teaching is and step is only slight a necessity to provide its own institutional functions. The task of the library is this expansion in economic institution. It should be as simply and flexible and in the evaluation administration of the teaching staff."

The importance of the main of the library as an instrument of whose use can be measured if one is to judge reasonable that, from the consequences, any failure on the part of the University to recognize it or may be to realize an unknown endangering of existence.

7. [illegible] to [illegible]

The problems and educational development of the library administration has been recognized in other Universities and this is an opportunity for the University of Illinois to continue such recognition. The difficulties is to this is the result in view of the fact that the University expands a library, one of the oldest and most important professional schools in the country. The Director, the library staff faculty, and the library staff have placed in an commanding position to respond to the students who have

prepared for professional service why the staff of the University Library has for so many years been classed with the non-academic group.

The Library Staff occupied its proper position in the University group until 1911 when the University was drawn under the State Civil Service. This shows that the non-professional classification afterwards employed was not the original plan of the University for its Library Staff, but was imposed on the administration by an outside agency. (Professor Nevins in his history of the University of Illinois says, "In 1911 all permanent University employees outside the instructional and scientific staffs were unfortunately brought under the Civil Service Code.")

Now that the restrictions of the old state law have been removed, it will be an insufferable blow to the prestige of the Library staff and Library School if the University does not accord the proper professional recognition to those positions for which its own training is a prerequisite.

The way for such recognition is already incorporated in our own University statutes (approved March 10, 1936) as follows:

The Library.

"19. (b) The Library shall be in charge of the Director of the Library, who shall be responsible for its arrangement and care and for the organization of the Library staff.

(d) Members of the Library staff shall be appointed by the Board of Trustees on the recommendation of the Director of the Library as approved by the President, and may be given appropriate academic rank."

The University has at times recognized the professional character of the Library staff by granting several months leaves of absence with pay to staff members for study and travel. It has also granted leaves of absence for summer teaching in other Universities where the individual assumed faculty rank.

We also wish to cite the stand taken on the status of the Library staff by some other universities; for lack of space we shall only mention a few of comparable importance.

California University:

"A grouping of the Library staff into professional and clerical assistants was put into effect at the University of California. The minimum requirements for the junior assistant, the lowest grade in the professional group, was a university degree and library school training. All others were called clerical assistants and were not considered candidates for promotion to the professional roll. As a result of this reclassification, all those in the professional group have been placed on the same salary basis as the corresponding grades in the instructional staff. The librarian receives the salary of a full professor, the associate librarian that of an associate professor, heads of departments that of assistant professor, senior assistants that of instructor, and junior assistants that of assistant." Coulter.

prepared for professional journals by the staff of the University Library, but so far they have been allowed only the non-scholarly course.

The Library staff recorded its concern regarding in the University from early 1951 when the University was drawn into the State Civil Service. This meant that by non-professional classification, otherwise employed, in the original plan of the University for the Library staff, but was imposed on the administration by a public opinion. Difficulties during in the history of the University of Illinois were, "In 1951 all previous University employees became the instructional and scientific staffs were subjected to the Civil Service Code."

Now that the reservations of the old state are long gone forever, it will be an interesting fact if the practice of the Library staff and library school if the University does not adopt the faculty professional responsibility in these positions for which its own training is a prerequisite.

The way for such recognition is already important in the Code. Faculty status (approved June '6, 1951) as follows:

The Library.

"19. (b) The Library shall be a library of the University of the Library, who shall be responsible for its management and care and for the organization of the Library staff.

(2) Members of the library staff shall be appointed by the Board of Trustees on the recommendation of the Librarian of the Library as approved by the President, and be given appropriate academic rank."

The University has at times recognized the professional dimension of the Library staff by granting approved working leaves of absence for graduate study and travel. It has also granted leaves of absence for summer teaching in other Universities where the individual earned teaching pay.

We also wish to note the great labor on the status of the Library staff by some other universities, for lack of space we shall only mention a few of comparable importance.

California University:

"A program of the Library staff been professional and clerical positions was put into effect at the University of California. The minimum requirements for the junior professional, the lowest grade in the professional group, was a university degree and library school training. All grades were called, general professional and were not considered candidates for promotion to the professional roll. As a result of this reclassification, all those in the professional group have been placed on the academic basis as the corresponding grades in the instructional staff. The library employing the equivalent of a full professor, the associate library is that of an associate professor, grades of lecturers that of instructors, senior assistants that of assistant, and junior assistants that of assistant." Cowles.

Columbia University Statues:

"Members of the Library staff shall be classified as professional and non-professional and assigned to appropriate grades of service within each group. Permanent members of the professional staff will rank with offices of instruction or officers of administration in respect to academic privileges."

Stanford University manual of faculty organization:

"That members of the Library staff be given classification and such status on the Academic staff as their salaries may justify." This includes Sabbatical leave for heads of departments.

College of the City of New York has established the professional positions in its library as outside of Civil Service and as part of the faculty.

Wisconsin University:

The heads of departments have the rank of assistant professor. (From a letter of the Director of Libraries.)

Kansas State College has for a long time classified its staff with the faculty and granted Sabbatical leave.

"Yale University has a number of its staff with the rank of full professor, assistant professor, and instructor." Keogh.

We know of only two other university libraries which are operating under the Civil Service plan and in each case librarians and staff have found it a handicap to effective staff management and to appropriate recognition of the professional character of library service. Even in California where a state Civil Service is highly developed, the State University is exempted.

VI. CIVIL SERVICE SITUATION ANALYZED

The University, by taking an active part in the changes made in the state law, has recognized the fact that Civil Service has been unsatisfactory even for the appointment of the clerical staff. In the revision of the system, we feel the University should recognize the additional burden and disadvantage of its application to any professional group and remove from its restrictions any positions adjudged by the Library administration to be professional, leaving under Civil Service only those clerical positions which are comparable to other clerical positions on the campus.

A. Clerical Staff.

It is the opinion of the Committee that the classification of certain positions in the library as clerical is justified under the law and that the continuance of these positions under the University Civil Service is desirable solely because these positions are comparable to many in other departments which are on Civil Service.

Columbia University Library:

"Members of the library staff shall be classified as professional and non-professional and assigned to appropriate grades of service within each group. Permanent members of the professional staff will rank with officers of instruction on the [illegible] of administration in respect to academic privileges."

Stanford University manual of faculty organization:

"That members of the library staff be given classification and rank status on the academic staff as their education may qualify." This includes sabbatical leave for members of the profession.

Colleges of the City of New York has established the professional positions in the library as outside of Civil Service and as part of the faculty.

Wisconsin University:

The heads of departments have the rank of assistant professor. (Near a [illegible] of the University of Wisconsin.)

Kansas State College had for a long time classified its staff with the faculty and granted sabbatical leave.

"Yale University has a number of its staff with the rank of full professor, associate professor, and instructor." [illegible].

At some of many two other university libraries which are operating under the Civil Service plan and in some cases librarians and staff have found it a handicap to efficient staff management and to appropriate recognition of the professional character of library service. Even in California where a state Civil Service is highly developed, the State University is exempted.

VI. CIVIL SERVICE [illegible] ANALYSIS

The University, by taking an active part in the changes made in the State law, has recognized the fact that Civil Service has been unsatisfactory both for the appointment of the clerical staff. In the revision of the system, we feel the University should reconsider the additional burden and disadvantage of the application to any professional group and remove from its eligibility any position allocated to the library administration as professional, leaving under Civil Service only those clerical positions which are comparable to other clerical positions on the campus.

A. Clerical Staff.

It is the opinion of the Committee that the classification of certain positions in the library as clerical is justified since the general plan for the classification of these positions under the University Civil Service is [illegible] equally favorable since positions are comparable to those in other departments which are on Civil Service.

(1) Educational requirements the same as for many other stenographic, typing, and clerical workers on the campus; there are, however, some clerical positions calling for higher than average educational qualifications.

(2) No special complications about securing candidates such as exist in securing professionally trained librarians.

(3) Transfers easily effected with other departments because of similarity of work.

(4) Range of salary fits into general University clerical scale.

There are at present 20 full time stenographic or clerical positions in the Urbana library and 3 in the Chicago libraries. There are also a few part-time clerical workers.

B. Professional Staff

The Committee on Staff and Civil Service which was appointed a year ago because of the dissatisfaction of the administrative heads of the Library with Civil Service, spent most of last year studying the situation in the library and confirmed their opinion that the position of a professional staff on Civil Service was unendurable in a University library, because:

(1) There was and will be under any Civil Service scheme a lack of freedom and flexibility in the selection and appointment of professionally trained people to the positions.

(2) Many of the positions required not only library training but special subject knowledge in so many fields; i.e., Chemistry, Natural Sciences, Law, Agriculture, Engineering, Education, Art, Medicine, Modern Languages, Classical Languages, Social Sciences, Political Science, History, Journalism, etc., and each position required, in addition, certain personal qualifications of high order.

(3) It was impossible without permission of the Civil Service authority to look over the field in other parts of the country and offer a position to some well-trained and experienced person with unusual educational and professional qualifications. The requirement of residence in the state was a great cause of inbreeding and will always be a factor in any Civil Service.

(4) The choice of a person to fill a particular position in the library must be made from the top of an eligible list, and this might result in the appointment of a person superior to others on the list, but actually unsuited to the position and less desirable than another person who could be obtained for the same salary.

(5) The mechanical processes such as probationary periods, examinations, and the subsequent delay in grading and certification not only slowed up the process of selection and

(1) Educational requirements are seen as far away from stenographer, typist, and clerical workers on the campus; there are, however, some clerical positions calling for higher than average educational qualifications.

(2) The special qualifications above mentioned considerations seem to raise the necessary professionally trained librarians.

(3) Promotion usually attained with other departments because of similarity of work.

(4) Some of salary lost from general University clerical scale.

There are at present 30 full-time stenographic or clerical positions in the Library Library and 3 in the Library Extension. There are also a few part-time clerical services.

E. Professional Staff

The Committee on Staff and Civil Service which had supported a year and because of the desirability of the assistantship scale of the Library Extension Service, spent part of last year studying the situation in the Library and reviewing their opinion that the position of a professional staff in Civil Service was unobtainable in a University library, because:

(1) There was and will be under any Civil Service system a lack of freedom and flexibility in the selection and appointment of professionally trained people to the positions.

(2) Many of the positions requiring not only library training but special subject knowledge in so many fields: Sociology, Economics, Textual Criticism, Law, Anthropology, Administration, Arts, Sciences, Modern Languages, Classical Languages, Social Sciences, Political Science, History, Journalism, etc., and more positions requiring, in addition, specific personal qualifications or high order.

(3) It was impossible without penalizing of the Civil Service rating requiring to look upon the field in other words as the university and offer a position to some well-trained and experienced person with special intellectual and professional qualifications. The experience of requisitions in the past was a great cause of heartbreaking and will always be a problem in any Civil Service.

(4) The choice of a person to fill a particular position in the Library must be made from the top of an eligible list, and this might result in the appointment of a person superior in others on the list, but actually unsuited to the position and less desirable than another person who could be obtained for the same salary.

(5) The successful promotion such as professional people, assistantships, and the subsequent delay in grading and certification had only added to the process of selection and

appointment but actually kept the best qualified people from applying.

(6) The best Library School graduates do not seek positions, but are placed by the appointment services in their schools.

(7) The Civil Service appointee often has much less professional interest and enthusiasm and often less ambition than one who has been selected because of these very qualities which are so necessary in building up an efficient professional staff.

The Committee also spent much time making a study of Civil Service practices as they affected other professions than our own and concluded that no scheme of Civil Service could be made to fit satisfactorily a professional group which was part of the educational life of a great university. They also studied the classification and status of the Library staffs in other large university libraries and the classifications drawn up for the use of such libraries by our professional library associations.

After such study an analysis was made of each position in the library to ascertain the duties of each as well as the educational and personal qualifications necessary for each position.

The Committee then drew up a tentative group of principles for a plan of personnel management for the University of Illinois Library which they felt would more nearly fit the needs of a professional staff.

We are convinced that it will be impossible to select and maintain a professional library staff with the proper qualifications unless the authority for such selection and management be left in the hands of the Director and his colleagues. Suppose, for instance, the faculty of any college such as Commerce or Law were chosen by Civil Service methods and the Dean left to assume the responsibility of making the best he could of the faculty appointed in this way.

The following quotation from the U. S. National Resources Committee report on Research would seem to indicate that in the case of a large research library such as the University of Illinois that great dependence for its usefulness must be placed on the staff and the University has certain responsibilities to the faculty to see that the best staff possible is maintained.

> "It is clearly evident that the majority of college and university presidents and boards of trustees have no adequate conception of what a library should be in books, periodicals, and service in a modern educational institution. It is the heart of its scholarly life and no institution of distinguished scholarship can be built around a poor library. A poor library never attracts distinguished scholars. Many faculties would do well to educate their president and trustees in the vital necessity of a good library and especially in the importance of the best library staff and service. It has been rather carefully estimated that a thorough study of the problem in a good library prior to and during the prosecution of research on it will save on the average ten percent of the total cost in time and money. It seems certain that

appointment but actually kept the best qualified people from applying.

(6) The best library school graduates do not seek positions, nor are placed by the appointment services in their schools.

(7) The Civil Service specifications often bar men from professional interest and experience and often have substitution terms which can be selected because of their specialties which are so necessary in building up an efficient professional staff.

The Committee also spent much time making a study of Civil Service practices as they affected other professions, than our own and concluded that no scheme of Civil Service could be made to fit satisfactorily a professional group which was part of the educational life of a great university. They also studied the classification and status of the library staffs in other large university libraries and the classifications drawn up for the use of such libraries by our professional library associations.

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We are convinced that it will be impossible to secure and maintain a professional library staff with the proper qualifications unless the authority for such selection and management be left in the hands of the Director and his colleagues. Because, for instance, the faculty of any college such as Commerce or Law were chosen by Civil Service methods and the Dean left to assume the responsibility of making the best he could of the faculty appointed in this way.

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"It is clearly evident that the majority of colleges and university presidents and boards of trustees have an adequate conception of what a library should be in terms of its responsibilities, and service in a modern educational institution. It is the heart of its scholarly life and no institution of distinguished scholarship can be built around a poor library. A poor library never attracts distinguished scholars. Many institutions would do well to educate their president and trustees in the vital necessity of a good library and especially in the importance of the best library staff and service. It has been rather curious that although that a thorough study of the problem in a good library prior to not during the preservation or research is it will save on the average ten percent of the total cost in time and money. It seems certain that

many institutions committed to research could save money by spending more generously on their libraries."

The committee, in behalf of the staff, earnestly requests that the University take this opportunity to remove all professional positions from Civil Service and to recognize the Library staff as a professional group concerned with the educational program of the University and, therefore, to be classed with the academic rather than the non-academic staff.

Respectfully submitted for the Committee by

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